

Solving Challenges Collectively:

The Practice of Community Collaboration



INSTITUTE FOR
COALITION BUILDING

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Community Education Coalition



**THE ECONOMY
OF THE
COLUMBUS AREA
AND ITS FUTURE**



Carol D'Amico
Richard Judy
Justin Heet

HUDSON INSTITUTE

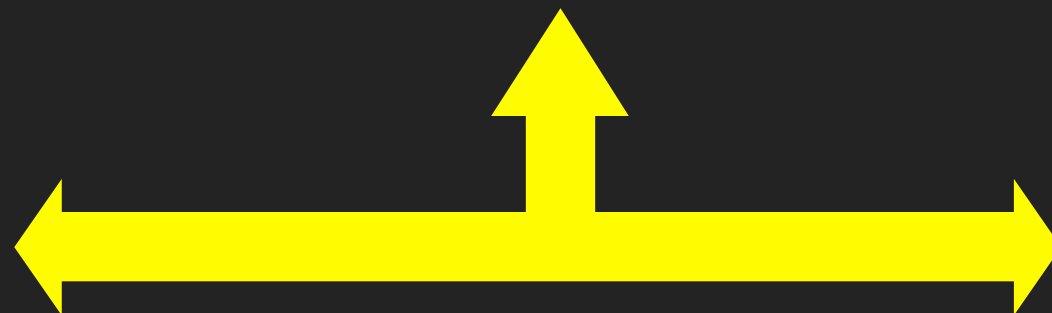
CEC MISSION

Formed in 1997, the Community Education Coalition is a partnership of education, business, and community leaders focused on aligning and integrating the Columbus, Indiana and region's community learning system with economic growth and a high quality of life.

CEC Customers

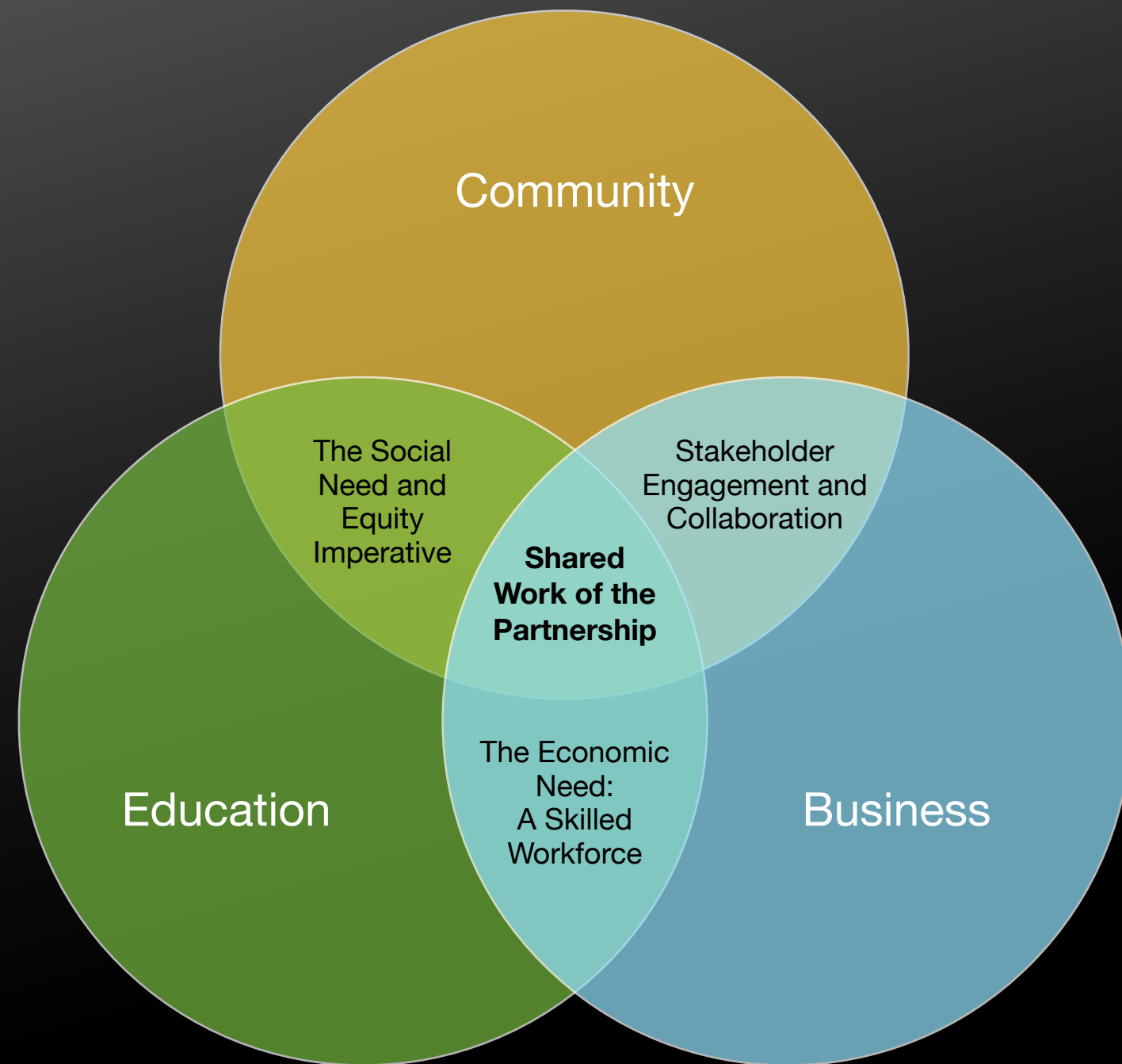
Economic Growth

Students



Employers

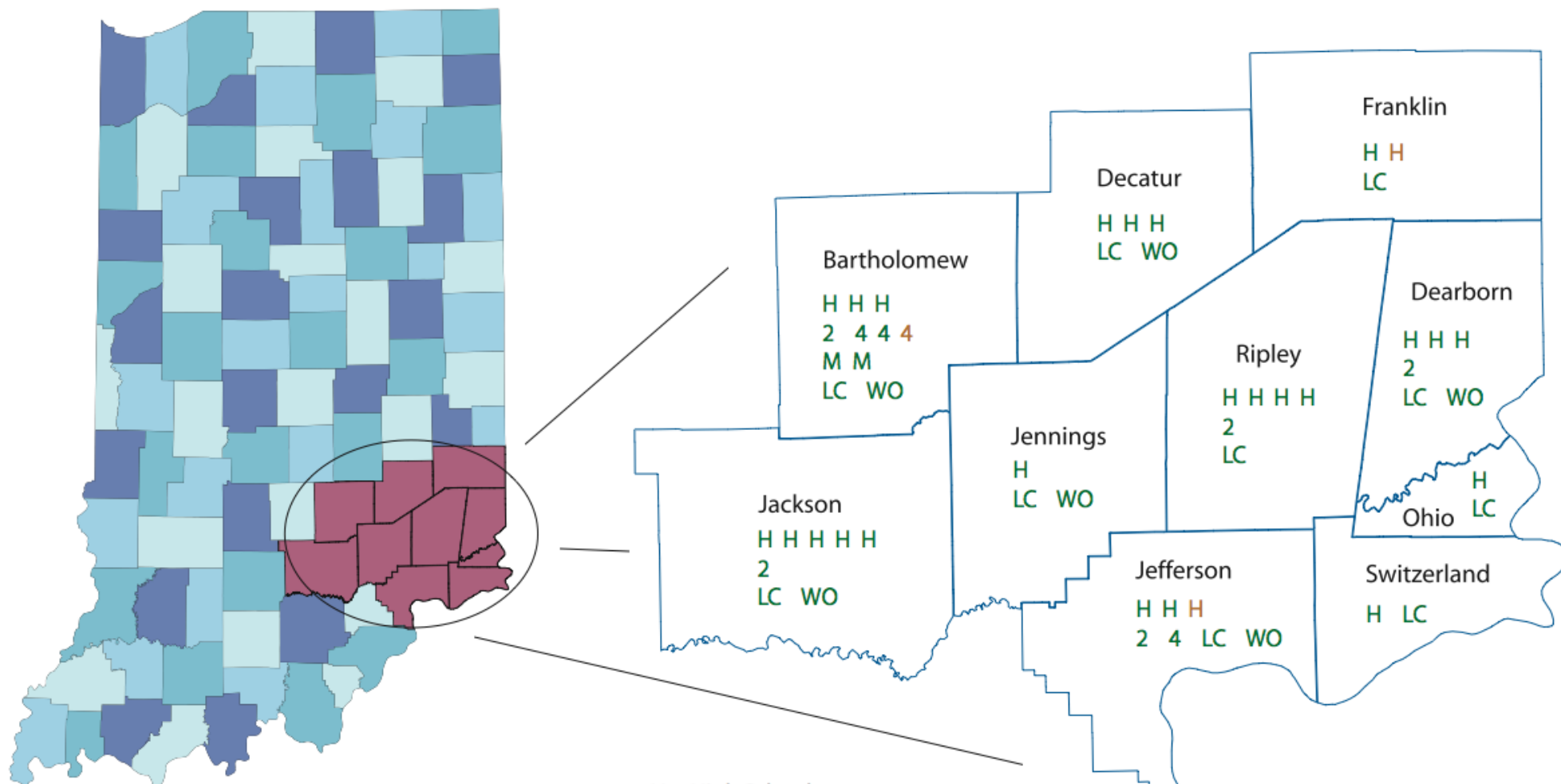
Communities





Regional System

Economic Growth - Region 9



H = High School
2 = 2-year Programs
4 = 4-year Programs
M = Master Degrees
LC = Learning Center
WO = Work One

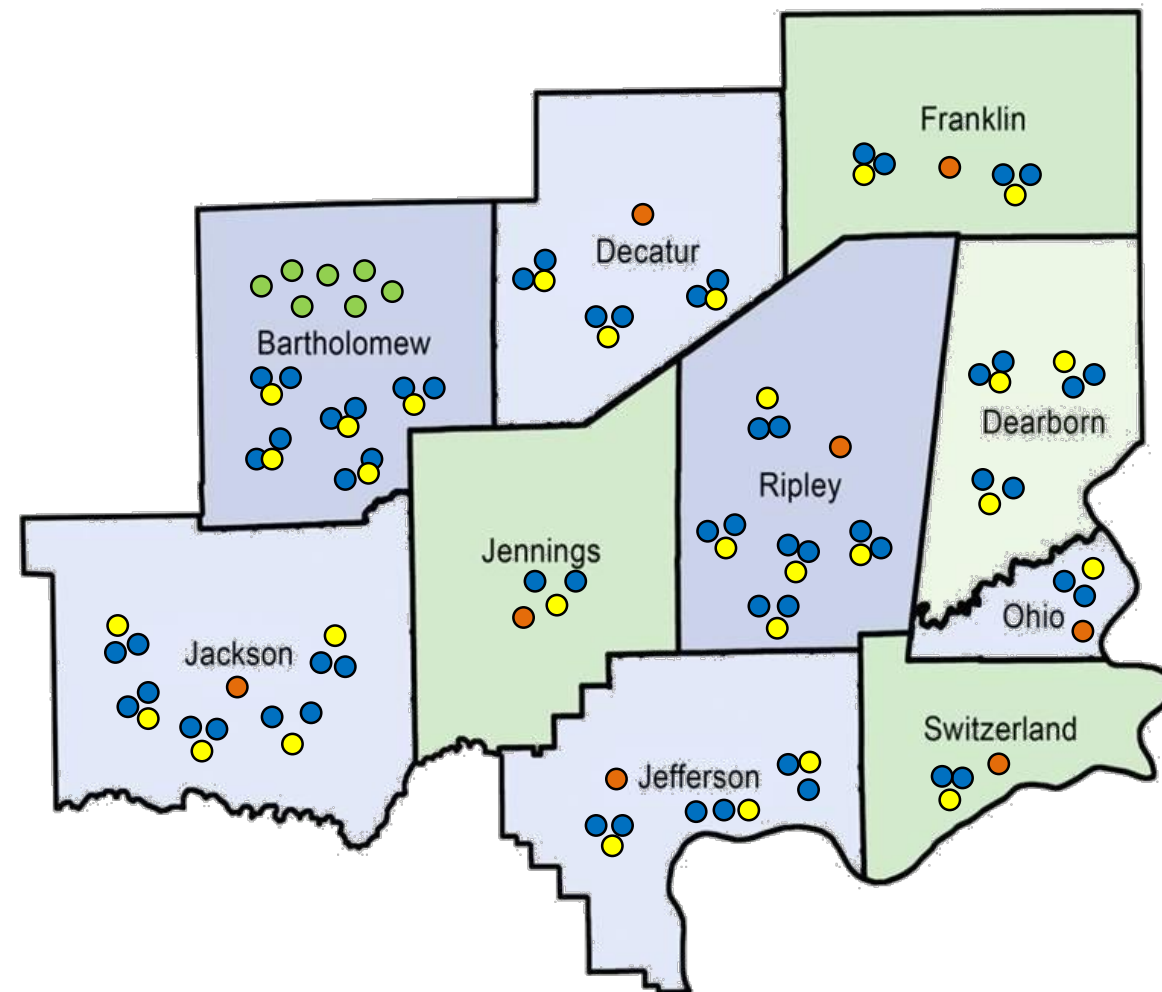
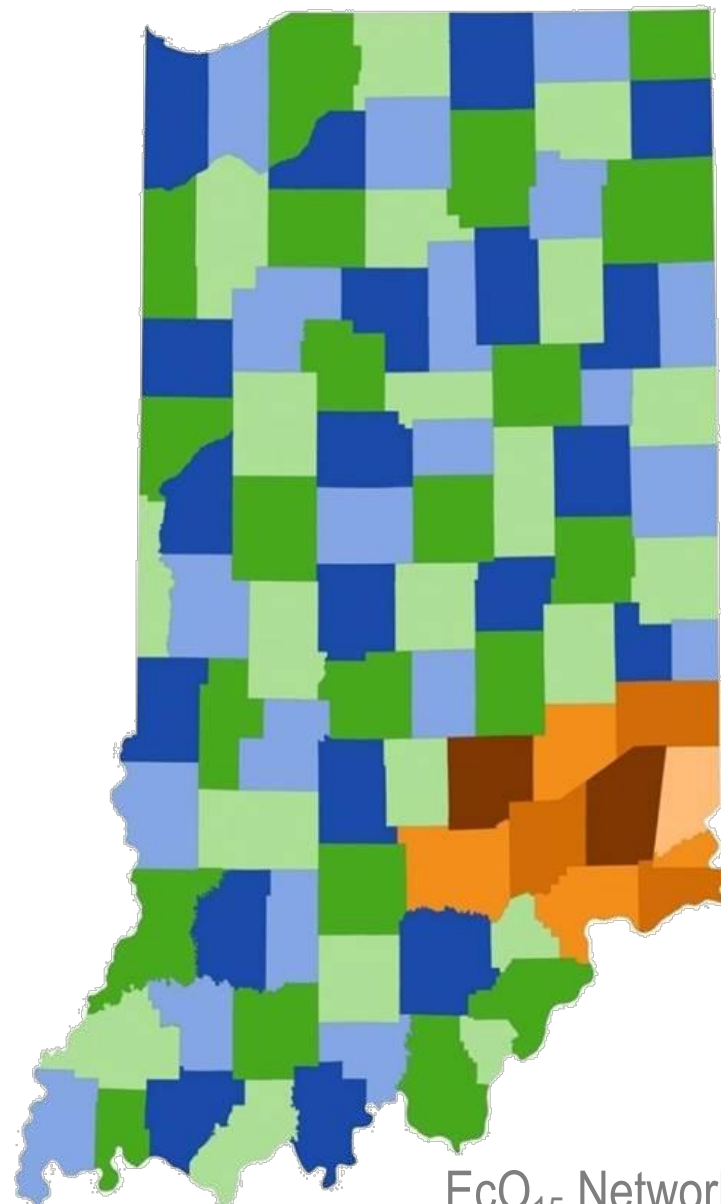
Public

Satellite Public

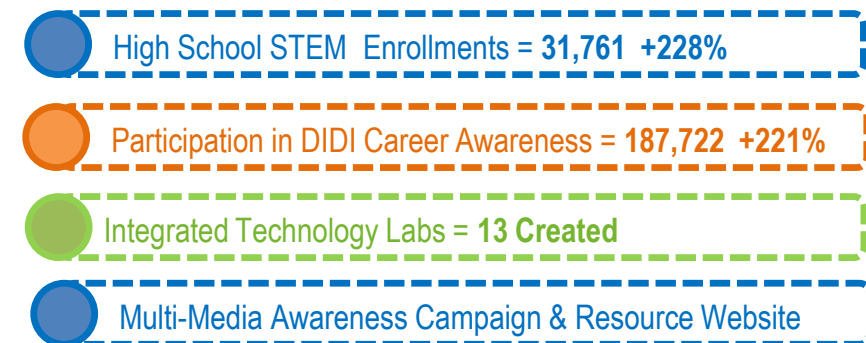
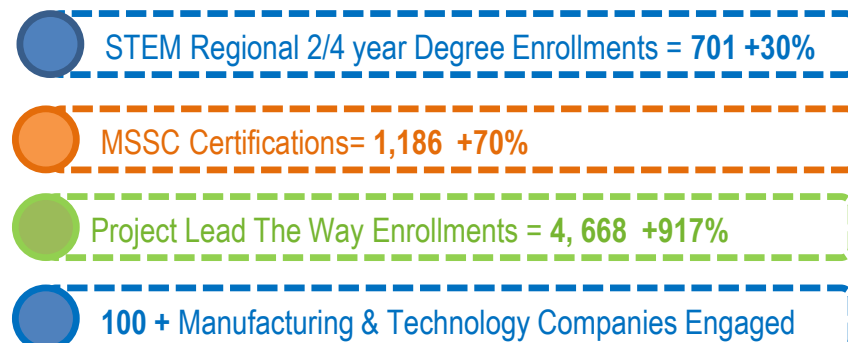
Private

Southeast Indiana

- = DIDI High School Champions (29)
- = DIDI High School Student Ambassadors (58)
- = EcO₁₅ County Coordinators(8)
- = EcO₁₅ Regional Support Team (7)



EcO₁₅ Network of County Coordinators & Regional Support Team,
Dream It. Do It. High School Champions & High School Student Ambassadors





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WHAT DIFFERENCE DO WE MAKE

The Outcomes and Results

HOW WE DO OUR WORK

The Projects and Initiatives

WHAT ARE OUR TARGETS

The Outputs We Measure

WHO WE ARE

The Stakeholders

Education

- Bartholomew Consolidated School Corporation*
- Flatrock-Hawcreek School Corporation*
- Ivy Tech Community College*
- IUPUC*
- Purdue College of Technology*

Business (100+ Partners)

- Cummins Inc.
- Columbus Regional Health*
- SIHO Insurance Services
- Johnson Ventures
- Coca-Cola Bottling Company Brands Inc.
- Force Construction
- Analytical Engineering Inc.
- Home News Enterprises

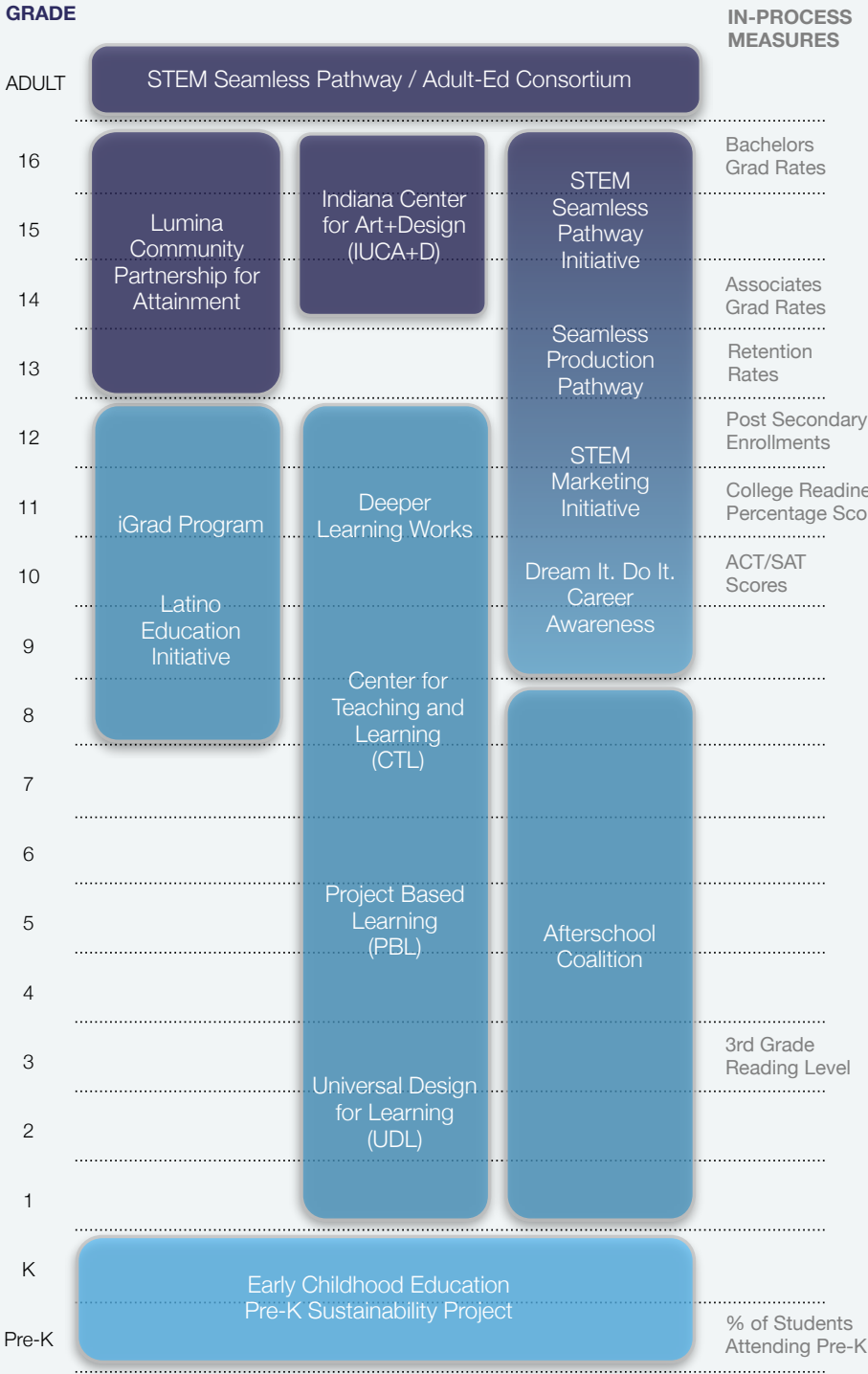
Community

- Heritage Fund*
- City of Columbus*
- County Commissioners*
- Board of Aviation Commissioners*
- Workforce Development*
- Columbus Chamber
- Economic Development Board
- United Way of Bartholomew Co.

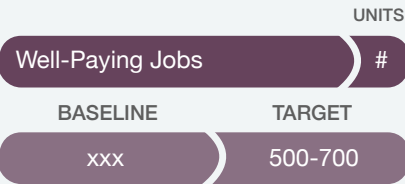
Regional Partners

- EcO15 Ten County Region Network
- Institute for Coalition Building

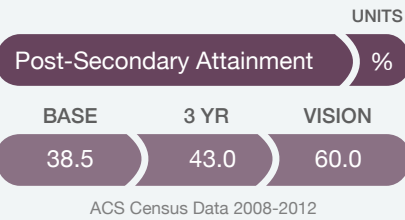
* Supported Partners



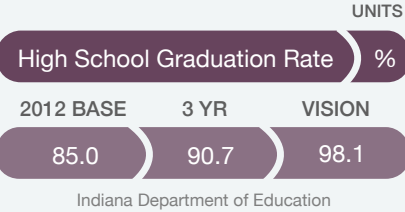
Matching Skilled People with Well-Paying Work



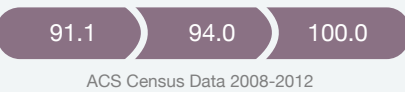
60% of Adults with Postsecondary Degrees or Certifications by 2025



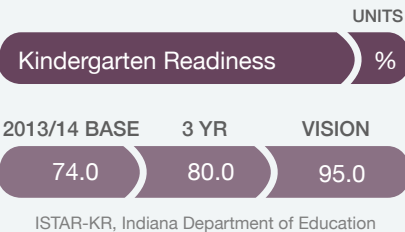
All Students Graduate from High School



Adults Age 25+



All Children Ready for Kindergarten



All data for Bartholomew County, Indiana

Stakeholder Engagement and Collaboration

- Increased cooperation among the business, community, and education stakeholders
- Increased communication among education institutions to advance learning
- Better coordinated and aligned learning system

The Economic Benefits

- A fully employed and employable workforce
- Healthier tax base
- Increased economic prosperity
- Better prepared and work-ready labor force with the necessary hard and soft skills
- More efficient and effective businesses
- Increased value of a two-year degree recognized by industry and community
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- Safer and healthier community
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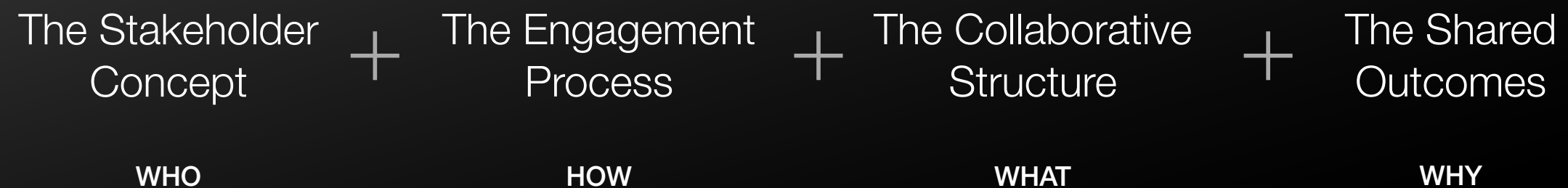
The Equity Imperative

- Increased educational access, attainment, and success
- Increased awareness of the value of higher education
- Higher rates of at-risk youth going to college

How?

The Lessons Learned

The Practice of Community Collaboration



The Stakeholder Concept

The fundamental driver of value
is stakeholder relationships

Judiciously **balanced** over time

Bringing stakeholder interests
into strategic alignment

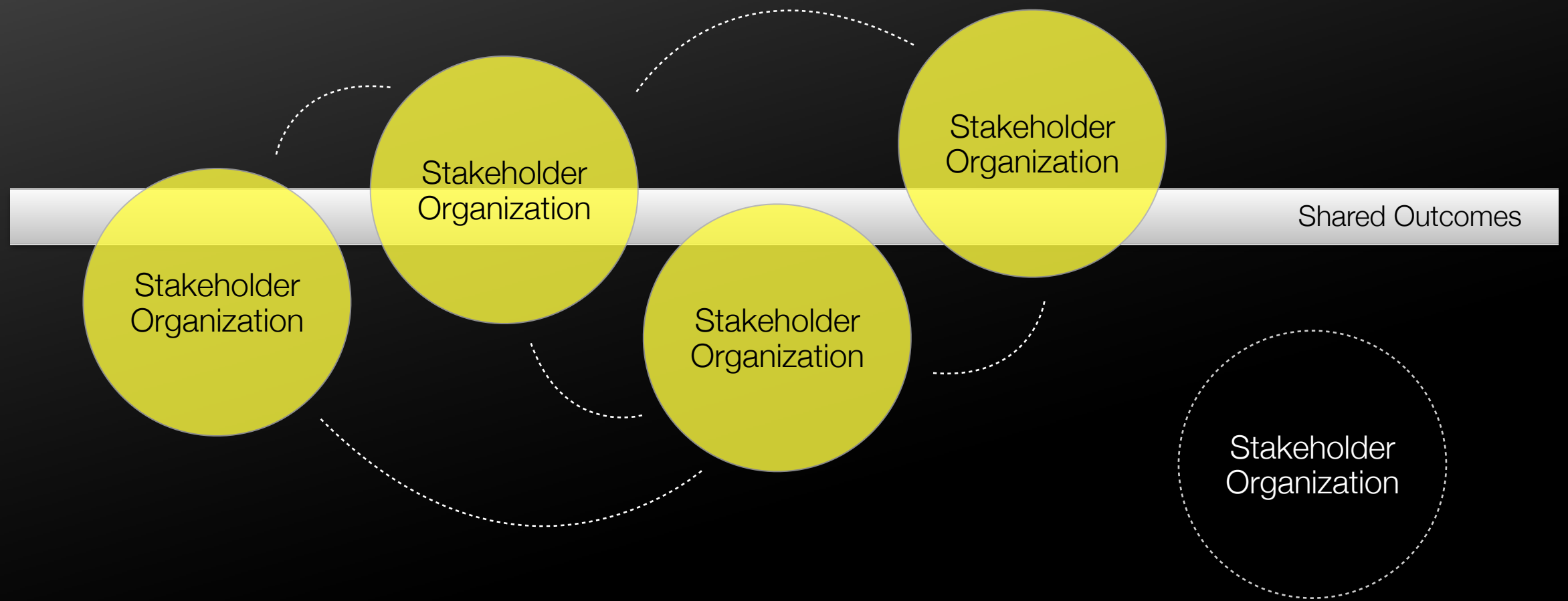
Building trust through a shared
understanding of a problem...

And by co-creating solutions
together, collectively.

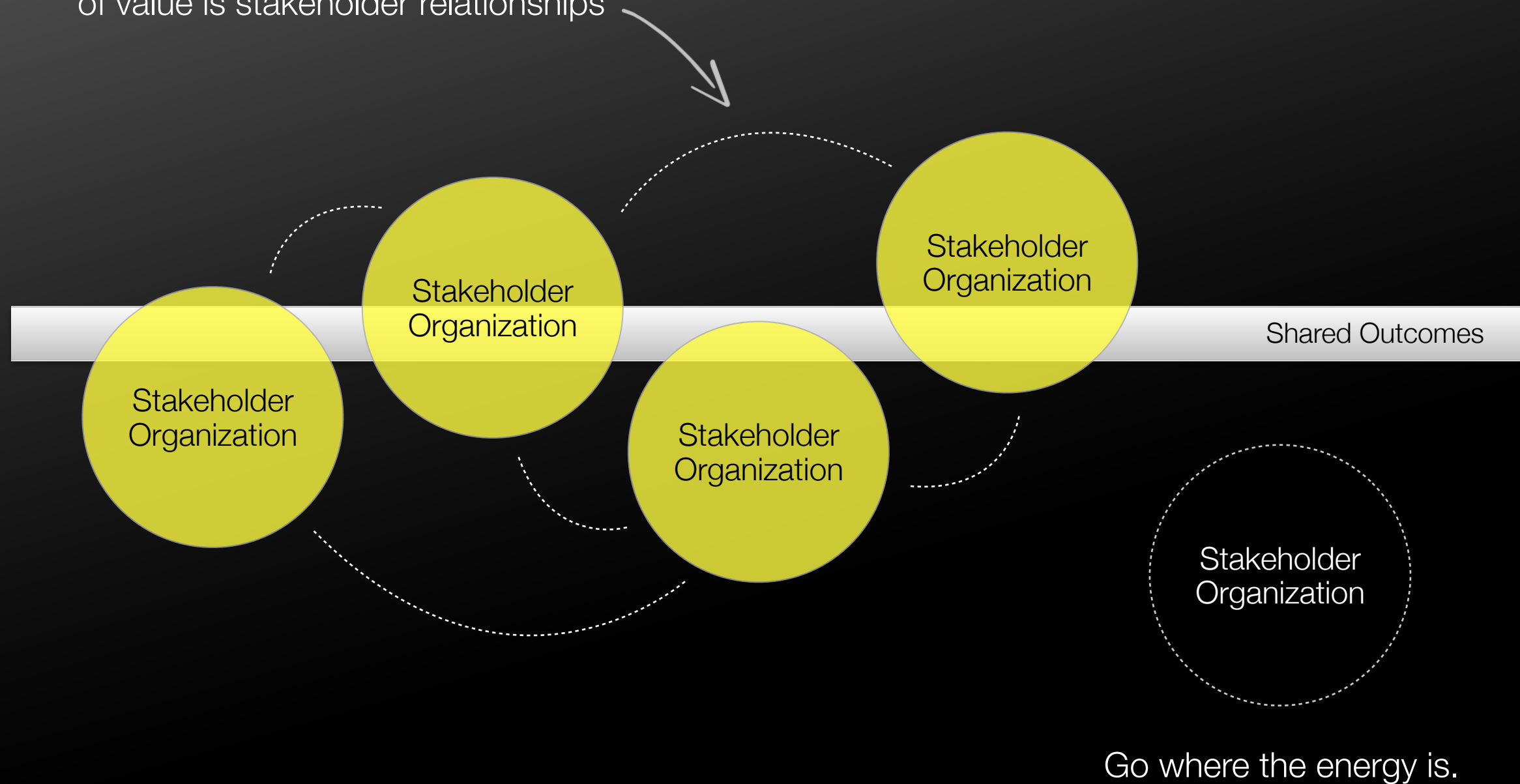


Shared Outcomes

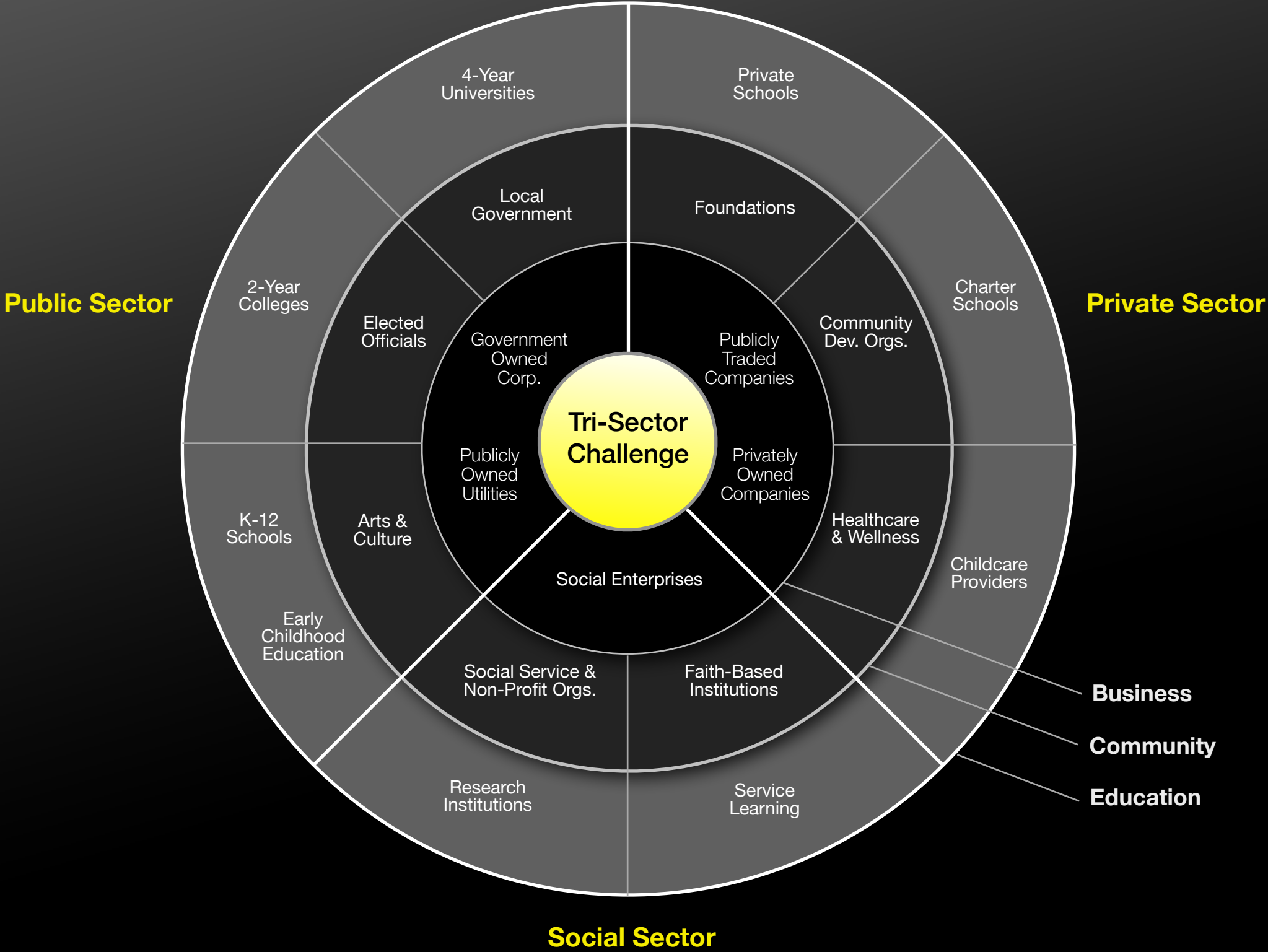




The fundamental creator or destroyer
of value is stakeholder relationships



THE COMMUNITY STAKEHOLDER CONCEPT



LESSONS LEARNED:

The only sustainable creator
of value is relationships

LESSONS LEARNED:

Who's in the room while
you're busy making plans?

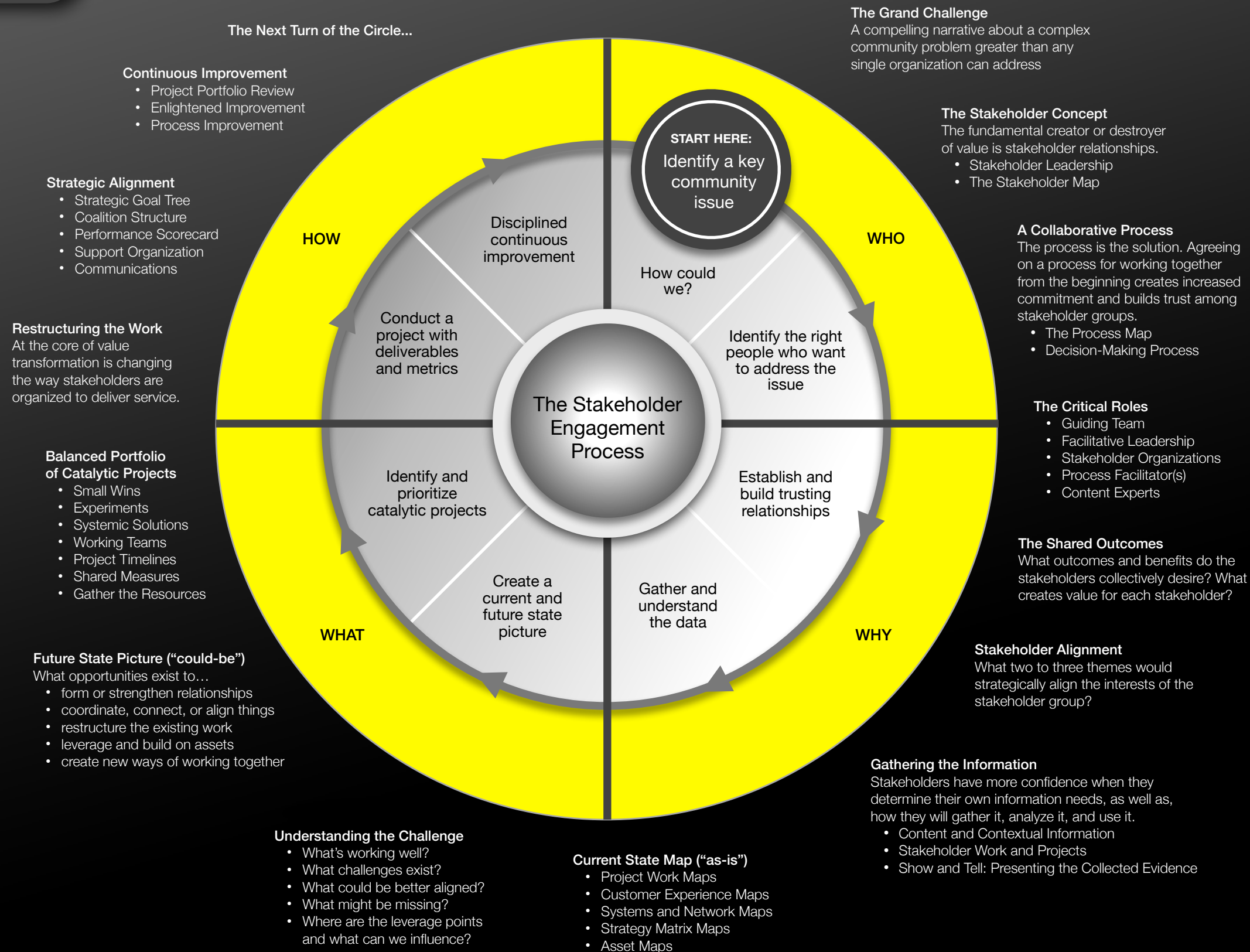
The Engagement Process

Many times community collaboratives fail simply because there is no agreed upon **process** of engagement.

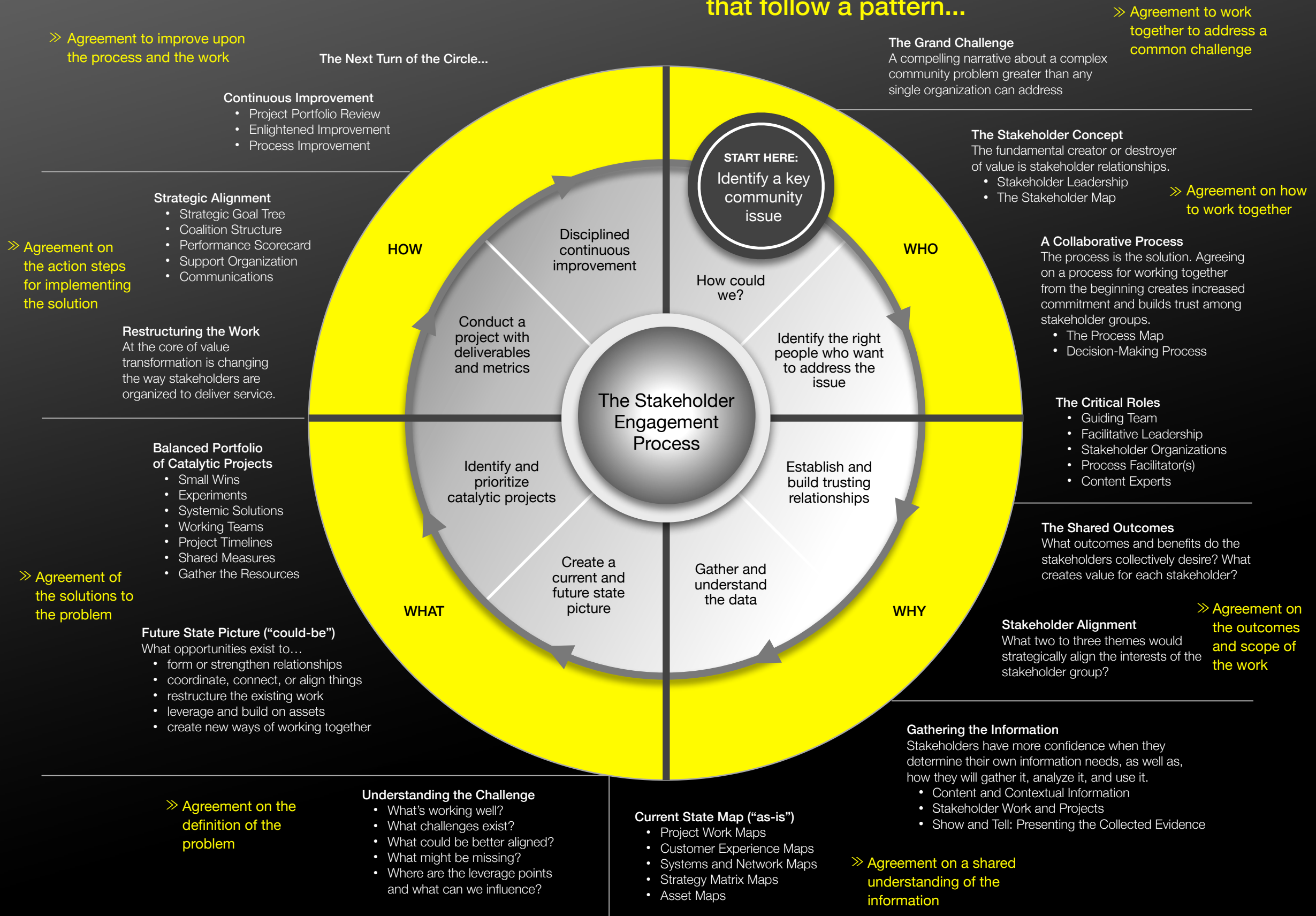
A way of working together...



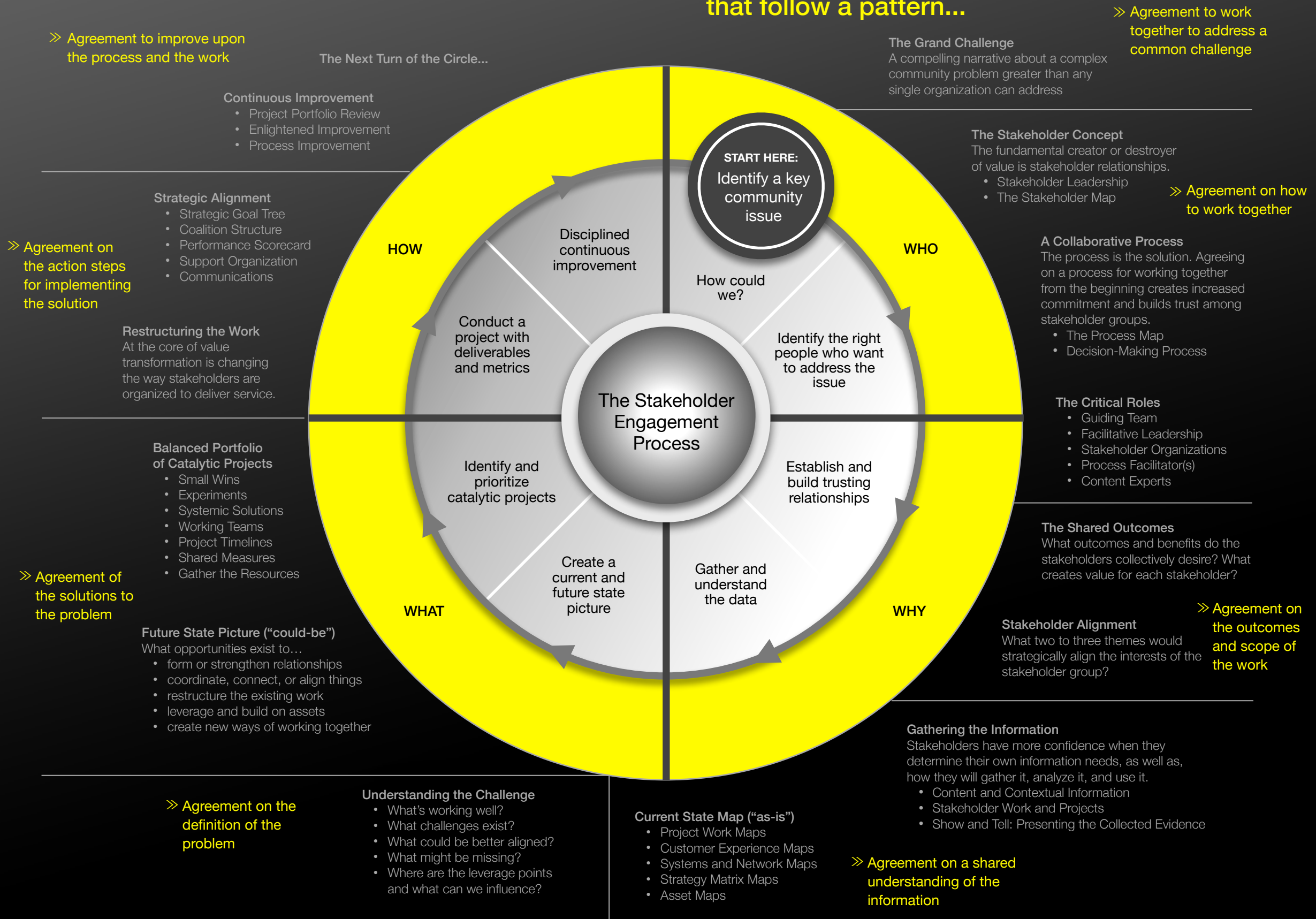
FRAMEWORK 4



A series of agreements that follow a pattern...



A series of agreements that follow a pattern...



A series of agreements that follow a pattern...

» Agreement to improve upon the process and the work

» Agreement to work together to address a common challenge

» Agreement on how to work together

» Agreement on the action steps for implementing the solution

» Agreement of the solutions to the problem

» Agreement on the definition of the problem

» Agreement on the outcomes and scope of the work

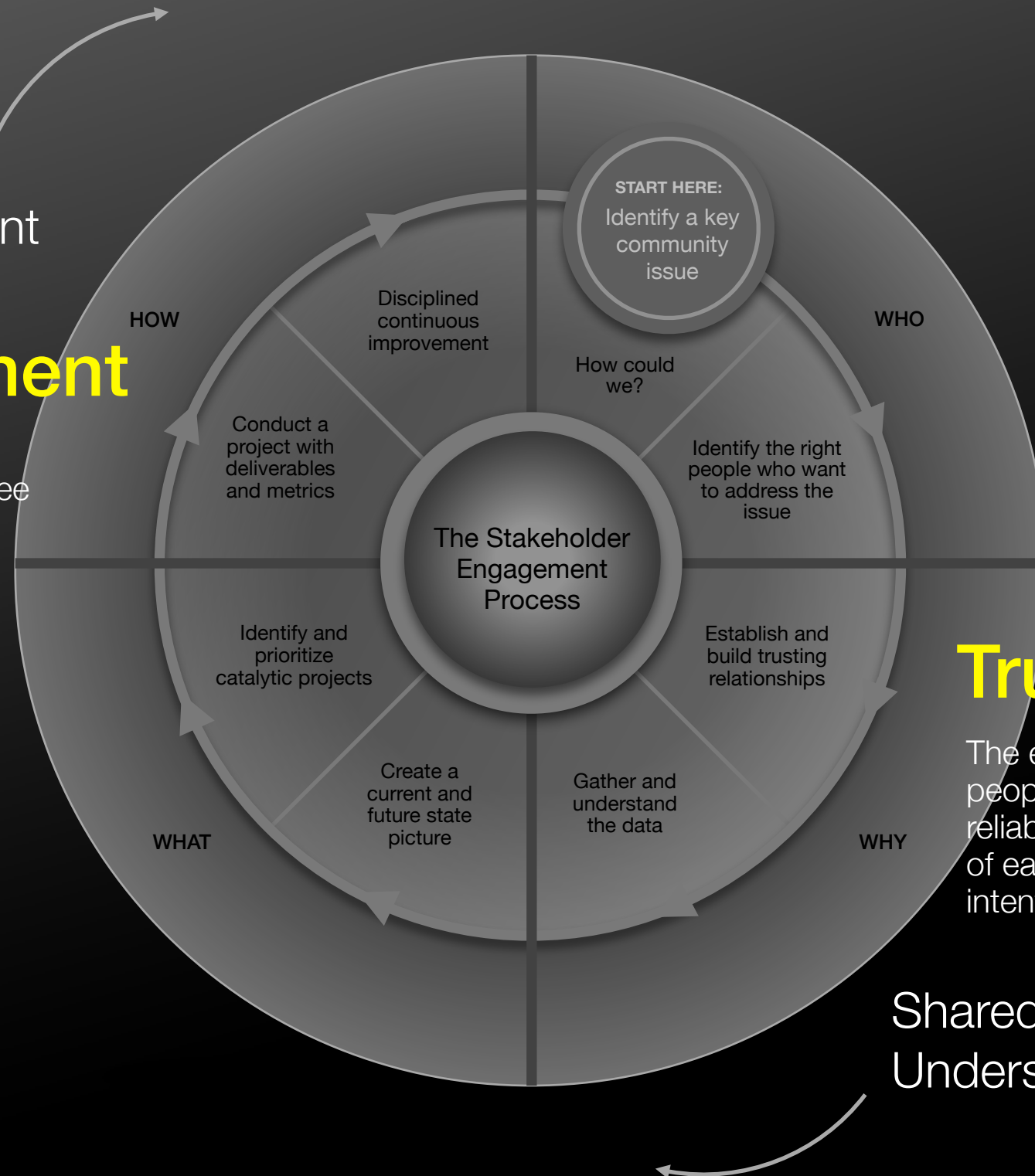
» Agreement on a shared understanding of the information



Shared
Commitment

Agreement

The extent to which people agree about what to do and how to get it done.



Trust

The extent to which people believe in the reliability and integrity of each stakeholder's intentions.

Shared
Understanding

Creating the Process Timeline

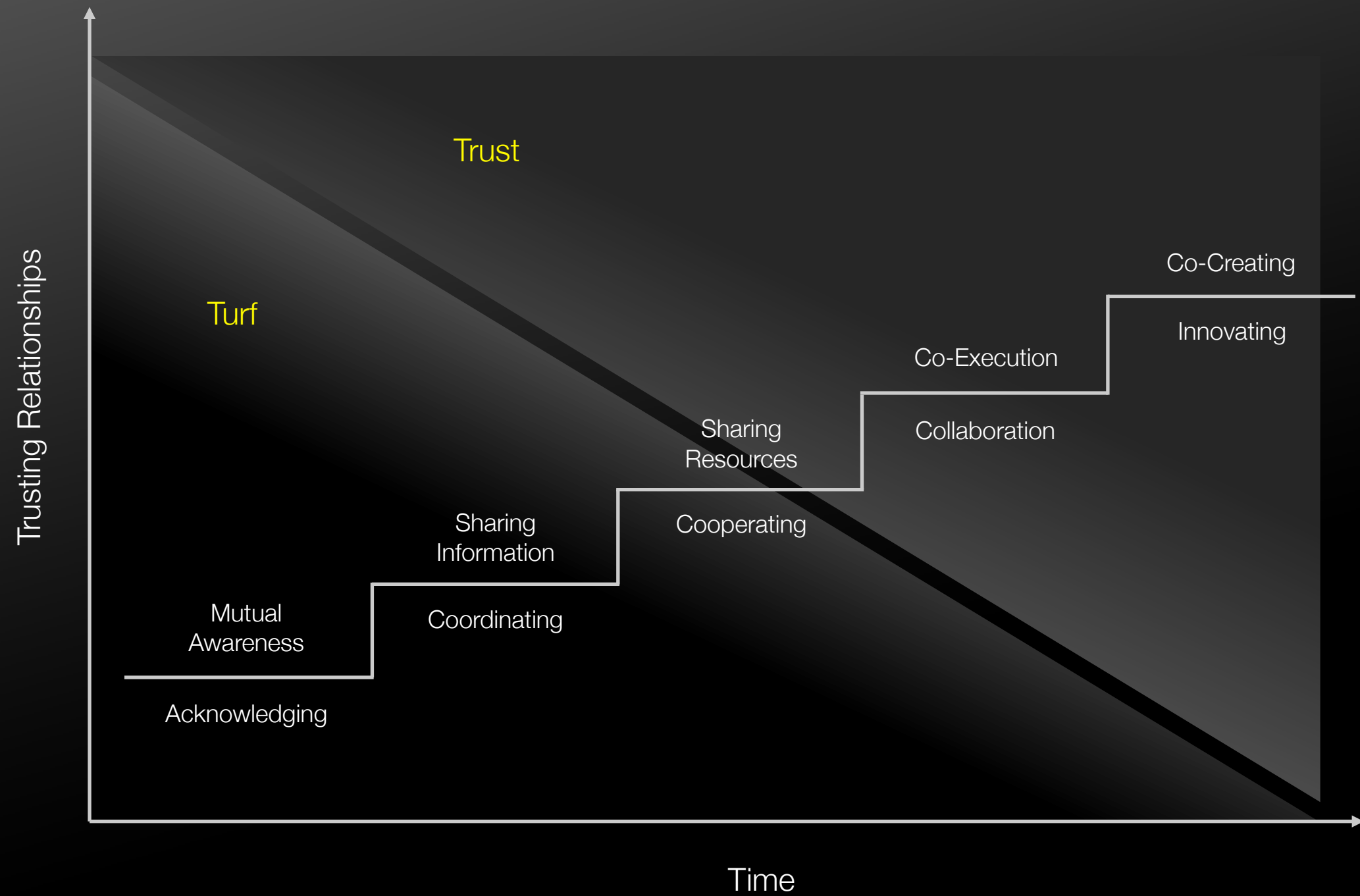
Bartholomew County Afterschool Coalition

Meeting Agenda and Process Overview

DATE	MEETING AGENDAS AND COALITION BUILDING PROCESS STEPS
January 1, 2014	<p>PRESENTING AN INTRODUCTION TO COALITION BUILDING</p> <ul style="list-style-type: none">• How Coalitions Work: The Practice of Community Collaboration• Coalition Readiness Assessment <p>» OUTCOME: Agreement to form a guiding team to design an engagement for working together</p>
February 1, 2014	<p>CRAFTING THE COMPELLING CHALLENGE</p> <ul style="list-style-type: none">• Why are we here? What are we here to do?• How would we describe the challenge to others?• When we think about the future of the challenge, what concerns us the most? <p>» OUTCOME: Agreement a challenge exists, greater than any single organization can address</p> <p>IDENTIFYING THE STAKEHOLDERS</p> <ul style="list-style-type: none">• Who are the stakeholders—the groups or organizations whose members are seen as having an interest in a challenge? <p>» OUTCOME: Agreement to work together to address a common challenge</p>
March 1, 2014	<p>CO-DESIGNING A COLLABORATIVE PROCESS (GUIDING TEAM)</p> <ul style="list-style-type: none">• What collaborative process of engagement could the stakeholders use to work together on the challenge?• How will the group initially structure itself?• Who could perform the critical roles?• When and how often will the identified groups meet? <p>» OUTCOME: Agreement on how to work together</p> <p>DESIRED CUSTOMER OUTCOMES</p> <ul style="list-style-type: none">• Who are the shared customers served by the stakeholders?• What three to four high-level customer outcomes are shared in common by the stakeholders? In other words, what difference is the customer trying to achieve? <p>THE SHARED STAKEHOLDER OUTCOMES</p> <ul style="list-style-type: none">• What difference would our collective work make?• What shared outcomes could be realized by addressing the challenge? <p>DEFINING THE STRATEGIC SCOPE AND FOCUS</p> <ul style="list-style-type: none">• To address the challenge, what two to three strategic themes would focus the group's collective actions?• What is the geographic scope of the challenge? <p>» OUTCOME: Agreement on the outcomes and scope of the work</p>

DATE	MEETING AGENDAS AND COALITION BUILDING PROCESS STEPS
April 1, 2014	<p>GATHERING THE INFORMATION</p> <ul style="list-style-type: none">• What information do we have and what information do we need concerning the content of the work and the context in which the work will take place? <p>» OUTCOME: Agreement on a shared understanding of the information</p>
May 1, 2014	<p>CREATING THE CURRENT STATE MAP ("AS-IS")</p> <ul style="list-style-type: none">• How might we visually show in a simple picture the current state of the complex challenge? <p>UNDERSTANDING THE CHALLENGE</p> <ul style="list-style-type: none">• What's working well? What problems exist?• What could be better aligned? What might be missing?• Where are the leverage points and what can we influence? <p>» OUTCOME: Agreement on the definition of the problem</p>
June 1, 2014	<p>CREATING THE FUTURE STATE PICTURE ("COULD-BE")</p> <ul style="list-style-type: none">• Begin by looking at how things are currently working and see where there is an opportunity to make it better by working together.• What opportunities exist to 1) form or strengthen relationships, 2) coordinate, connect, or align things, 3) restructure the existing work, 4) leverage and build on assets, 5) create new ways of working together, and/or 6) conduct a pilot to increase shared understanding? <p>IDENTIFYING AND PRIORITIZING CATALYTIC PROJECTS</p> <ul style="list-style-type: none">• From the identified future state ("could-be") opportunities, which ones should be prioritized to work on together? <p>» OUTCOME: Agreement of the solutions to the problem</p>
July 1, 2014	<p>ALIGNING AND RESTRUCTURING THE WORK</p> <ul style="list-style-type: none">• How does the challenge, the strategic scope and focus, the initiatives, the metrics, and the shared outcomes all align and hang together?• How should we structure the work?• What staffing and resources do we need to support the work? <p>» OUTCOME: Agreement on the action steps for implementing the solution</p>
August 1, 2014	<p>GETTING READY FOR THE NEXT TURN OF THE PROCESS CIRCLE</p> <ul style="list-style-type: none">• What have we learned and what improvements might we make in the work?• What improvements might we make in the process that facilitates the work?• What projects should be scaled up/eliminated/reduced? <p>» OUTCOME: Agreement to improve upon the process and the work</p>

THE PRINCIPLE OF CO-CREATING



LESSONS LEARNED:

The process is the solution

LESSONS LEARNED:

The quality of the
solutions emerge from the
quality of the engagement

LESSONS LEARNED:

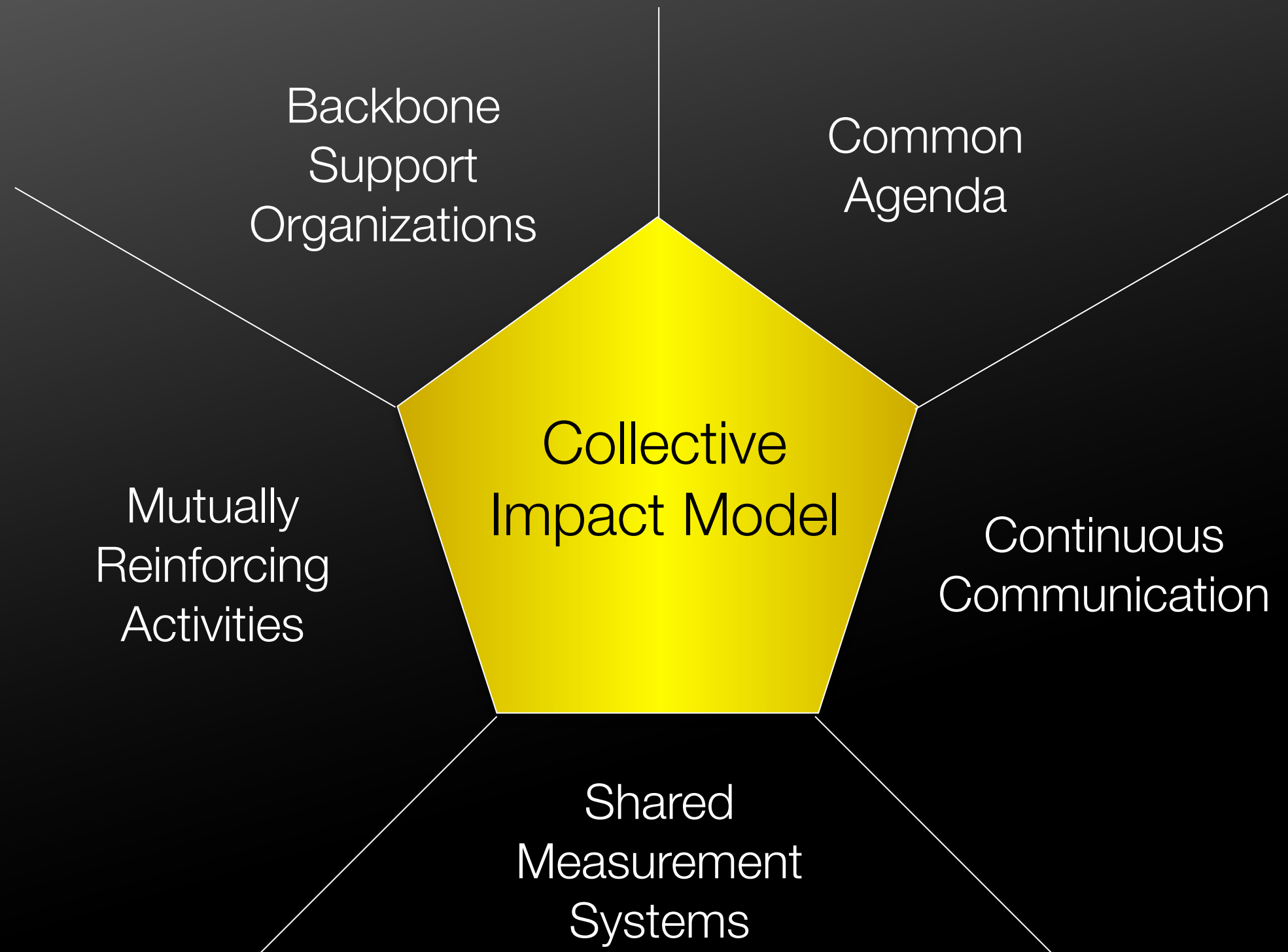
A common language and
a shared set of practices

LESSONS LEARNED:

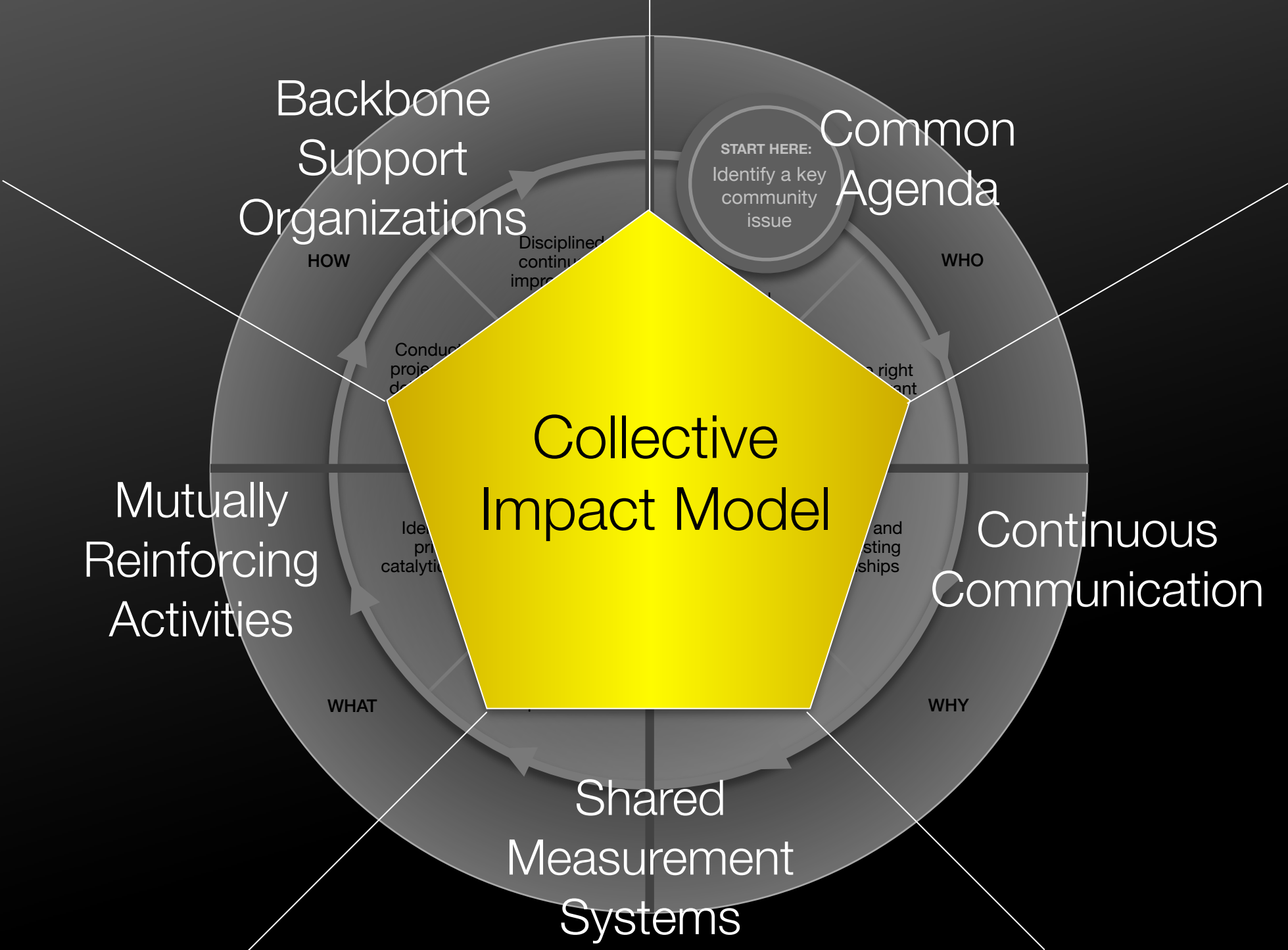
All progress moves at
the speed of trust

The Collaborative Structure

THE STRUCTURE OF COLLABORATION



THE PROCESS IS THE STRUCTURE



Back

View Recipe

View Online

Ingredients

6 tablespoons (3/4 stick) butter, divided
1 cup chopped onion
2 garlic cloves, minced
1/4 cup unbleached all purpose flour
3 cups reduced-fat (2%) milk
2 cups (packed) coarsely grated aged Gouda cheese plus 1/2 cup finely grated (about 10 ounces total)
2 cups (packed) coarsely grated Edam cheese, divided
1/4 teaspoon cayenne pepper
1/8 teaspoon ground nutmeg
1 1/2 pounds Swiss chard, stems and center ribs removed
12 ounces elbow macaroni
1 cup fresh breadcrumbs made from crustless sourdough bread
1 teaspoon cumin seeds (optional)



Double-Dutch Mac and Cheese with Chard



Cook Time:

Makes: 10 to 12 servings

Difficulty:

Source: *Epicurious.com*

Preparation

Melt 3 tablespoons butter in large pot over medium heat. Add onion; sauté until translucent, about 5 minutes. Stir in garlic, then flour; stir constantly 1 minute. Gradually whisk in milk. Cook, whisking occasionally, until mixture begins to boil, about 5 minutes. Add 2 cups coarsely grated Gouda and 1 cup Edam. Stir until cheeses melt, about 2 minutes. Stir in cayenne and nutmeg. Season sauce with salt and pepper.

Preheat oven to 350°F. Butter 13x9x2-inch baking dish. Cook chard in large pot of boiling salted water until tender, about 1 minute. Using slotted spoon, transfer chard to plate; cool. Reserve pot with water. Squeeze water from chard; chop finely.

Return water in pot to boil. Add macaroni; cook until tender but still firm to bite, stirring occasionally. Drain. Stir macaroni into warm cheese sauce. Place half of macaroni in dish; smooth top. Top with 1 cup Edam cheese, then chard. Top with remaining macaroni mixture; spread evenly.

Melt 3 tablespoons butter. Place breadcrumbs in medium bowl. Drizzle butter over; toss. Add 1/2 cup finely grated Gouda and sprinkle with salt and pepper; toss. Sprinkle breadcrumb mixture over mac and cheese. Sprinkle cumin seeds over, if



Recipes



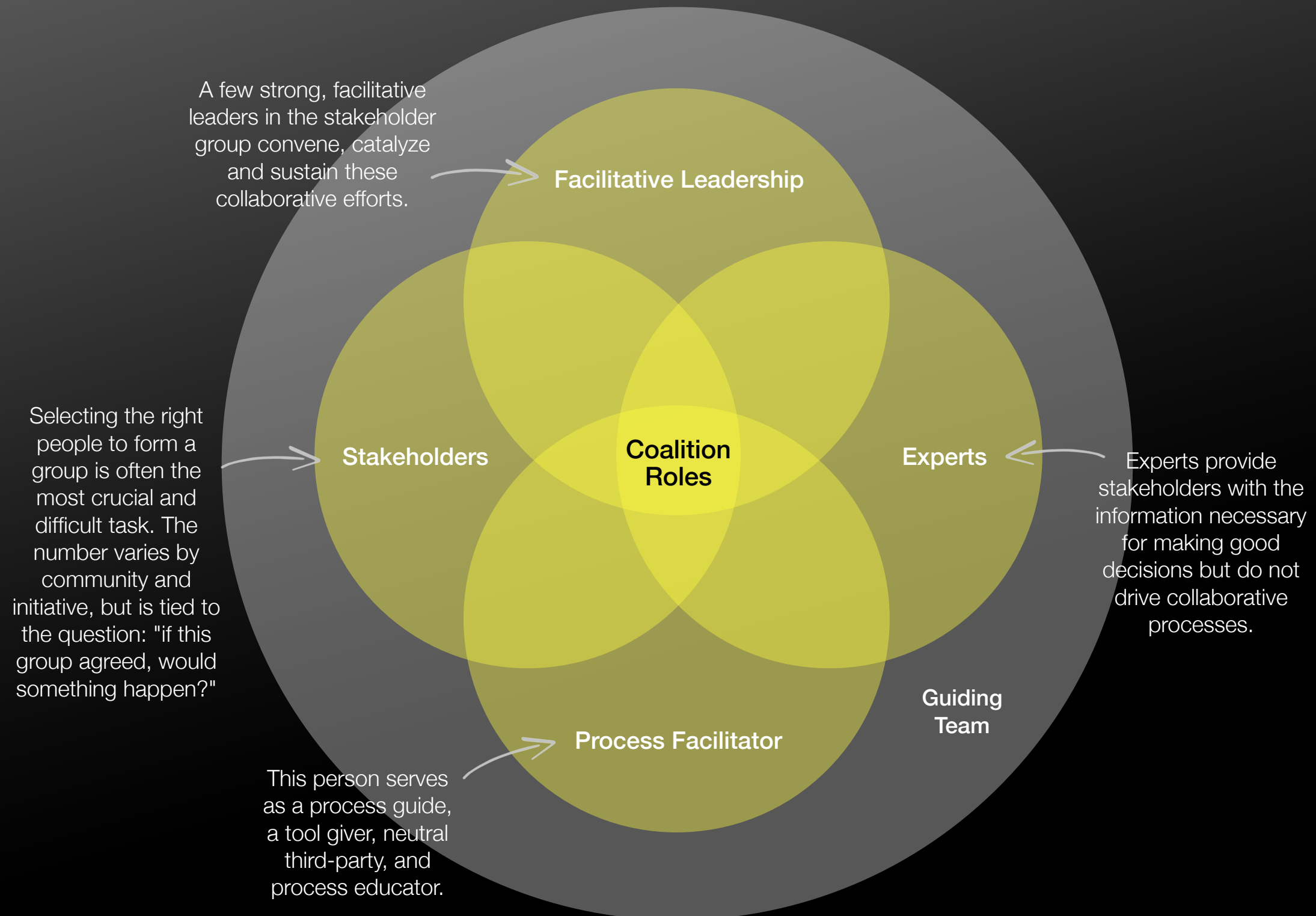
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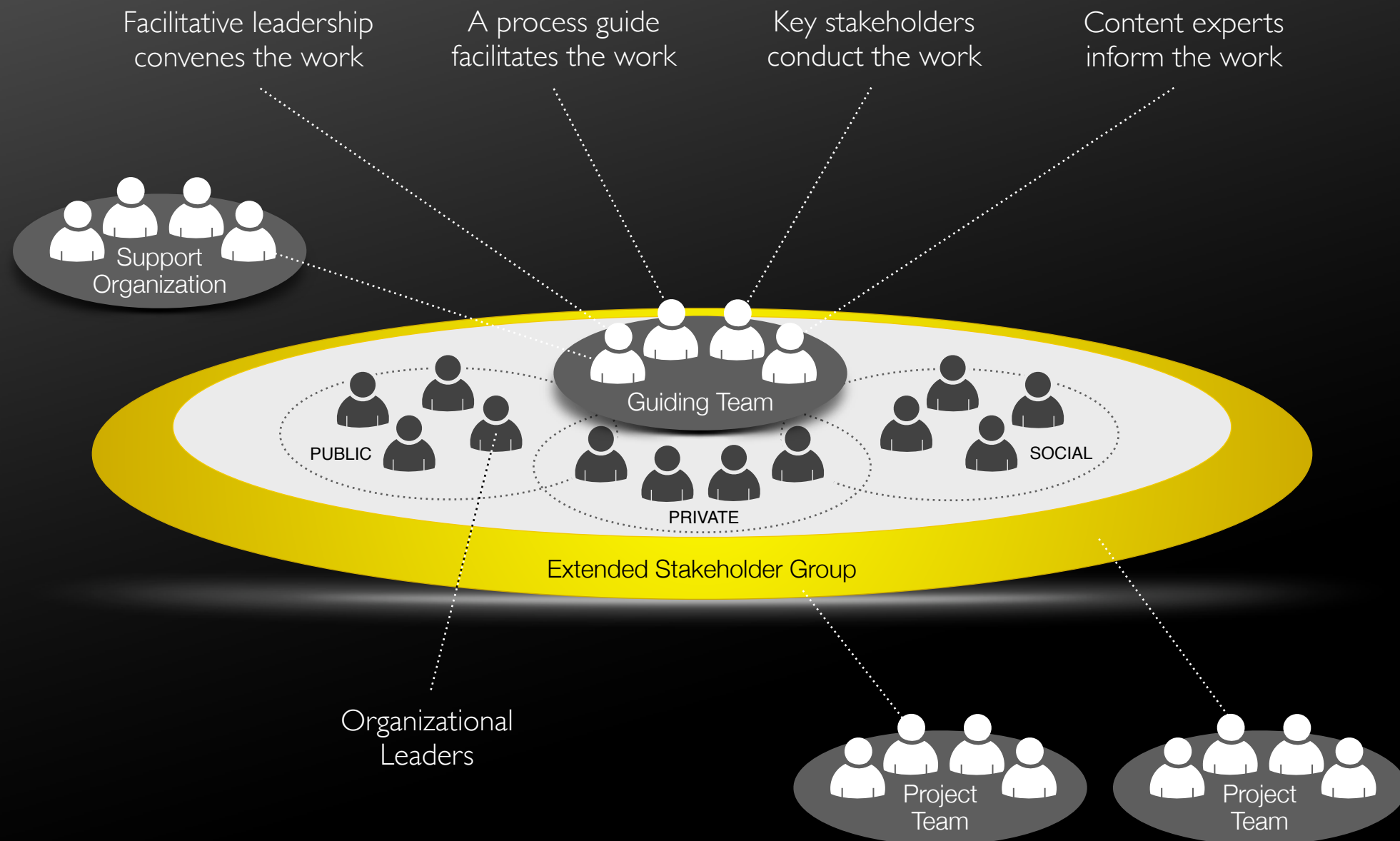
Groceries

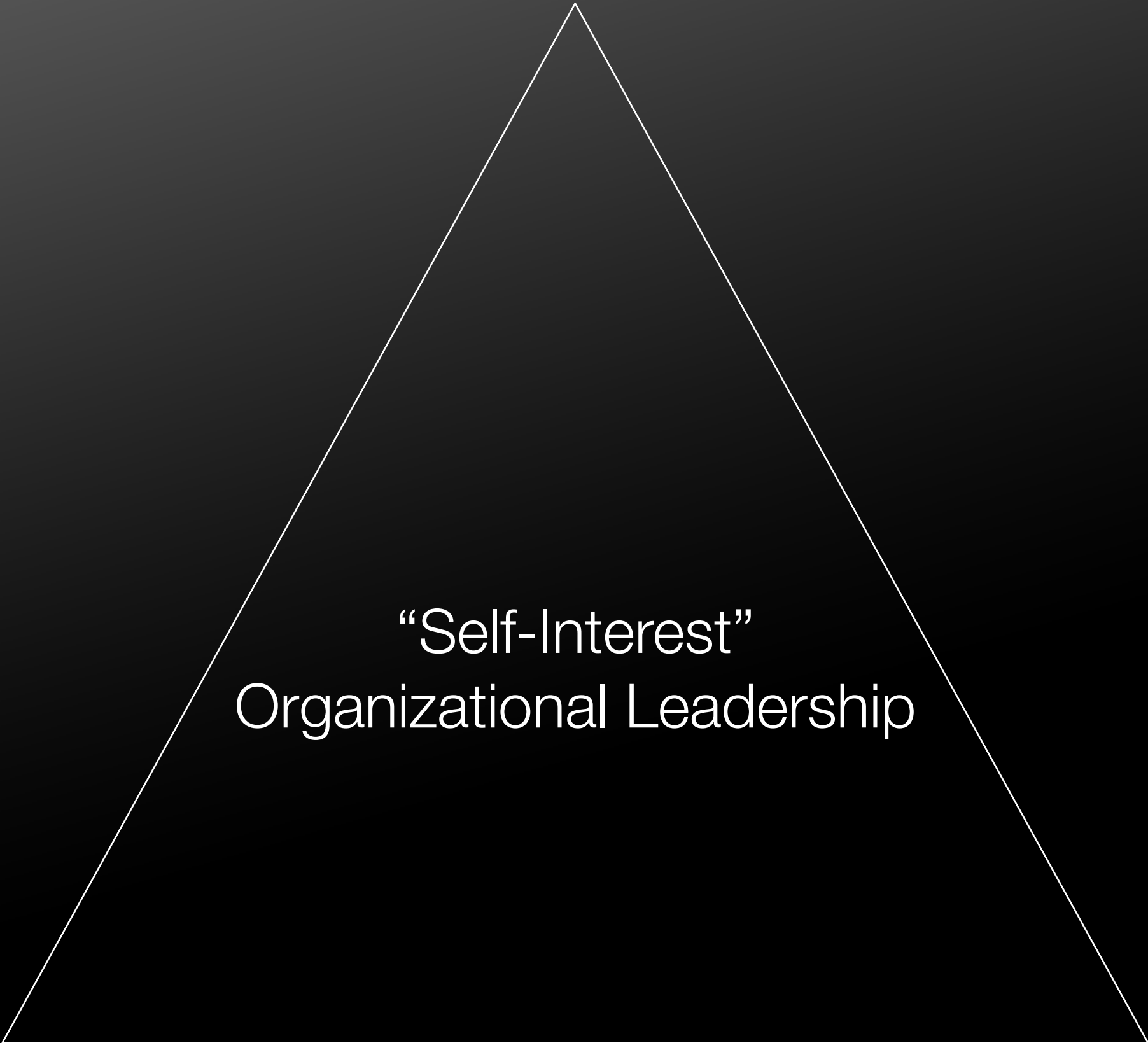
Collaborative Roles to Play

THE CRITICAL ROLES TO PLAY WITHIN A COALITION



A GUIDING TEAM: THE “GLUE” OF COLLABORATION



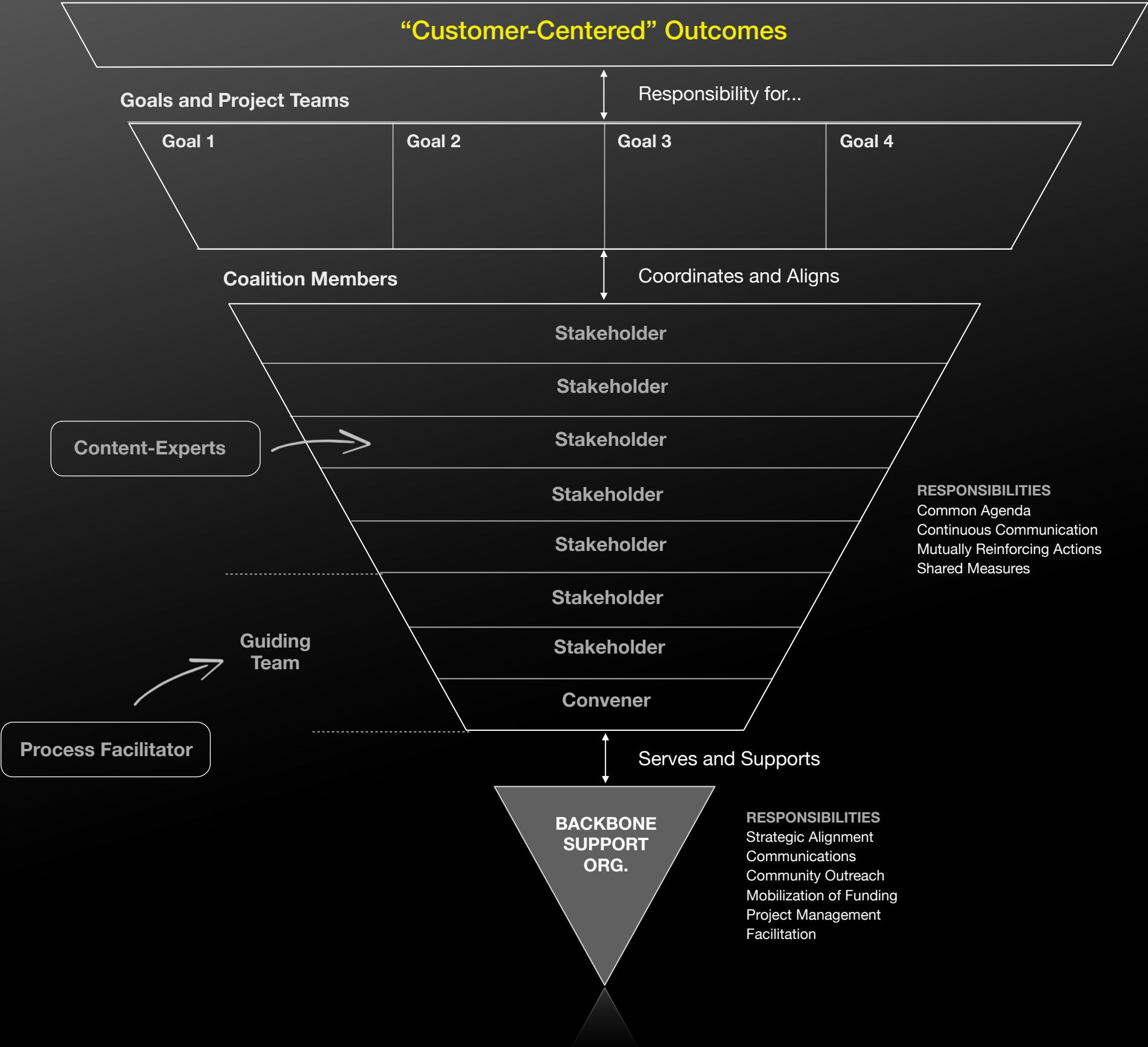


“Self-Interest”
Organizational Leadership



“Service”
Stakeholder Leadership

THE COALITION STRUCTURE DIAGRAM



LESSONS LEARNED:

Early on, the process
is the structure

LESSONS LEARNED:

Defining key roles nurtures
mutually reinforcing actions

LESSONS LEARNED:

Intentional, but emergent

LESSONS LEARNED:

You can change something
without controlling it

LESSONS LEARNED:

Nested guiding teams are
how collaboratives scale

LESSONS LEARNED:

If you don't staff it,
it won't happen

The Shared Outcomes



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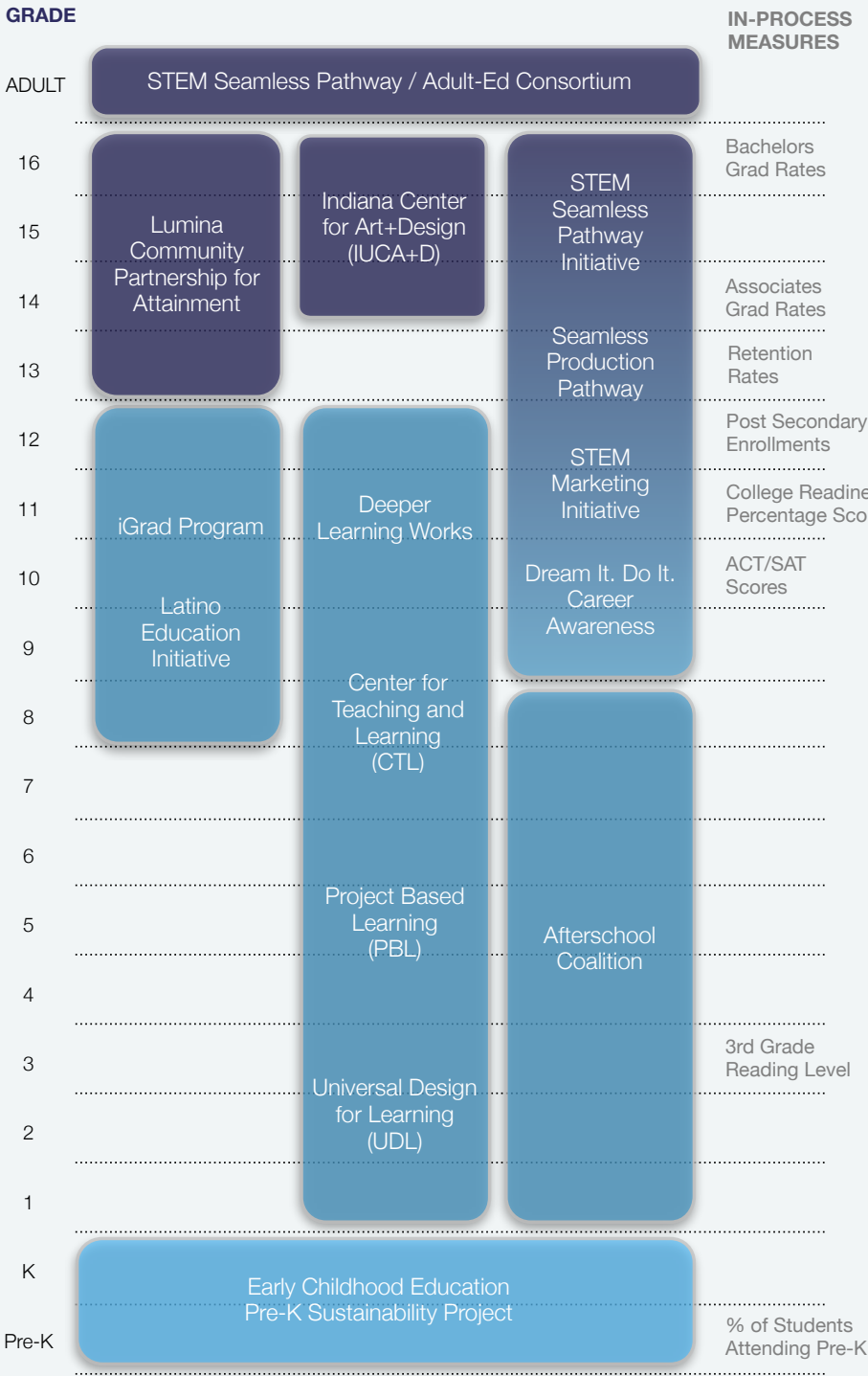
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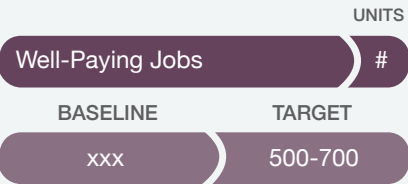
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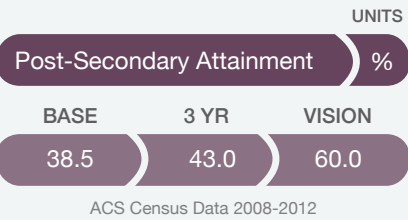
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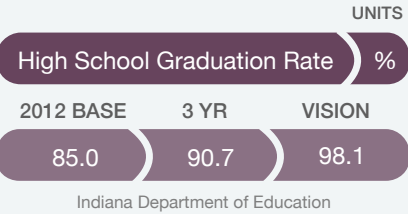
Matching Skilled People with Well-Paying Work



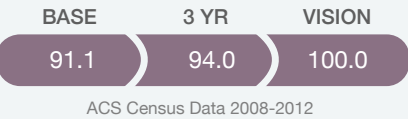
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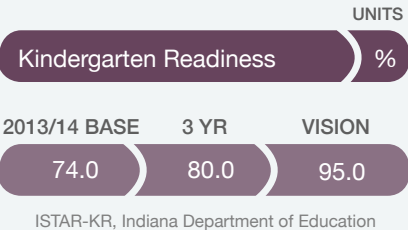
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Adults Age 25+



All Children Ready for Kindergarten



All data for Bartholomew County, Indiana

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The Equity Imperative

- Increased educational access, attainment, and success
- Increased awareness of the value of higher education
- Higher rates of at-risk youth going to college



Spring 2013 Scorecard

(Updated every 6 months)

		Baseline	Actual
Region 9 Overall	Per Capita Income	2007: \$31,430	2011: \$34,513
	High School Graduation Rates	2007-8: 80.9%	2011-12: 88%
Healthcare Services	ASN Graduates (15% increase per year by 2010)	2007: 114	2011: *68 (*reduction part of a strategic plan)
	BSN Graduates (Target 40 per year)	2007 : 11	2013: 67
Advanced Manufacturing Enrollment Pipeline	Student Enrollments	Baseline March 2008	Actual Fall, 2012
*MSSC numbers are cumulative	2 Yr/4 Yr:	492	711 (+45%)
	*MSSC	*359	*1,220 (+240%)
	PLTW	459	4,773 (+940%)
	STEM	24,532	30,528 (+ 24%)
	**Adv. Mfg./STEM related Career Tech Ed/PLTW Combined	3,085	6,891 (+123%)
**EcO ₁₅ focused courses			
Region 9 Advanced Manufacturing, Science, Technology, Engineering & Math Career Awareness	Participation in DIDI career activities	March 2008: 58,433	Spring 2012: 220,201 +(277%)
Integrated STEM & High-Fidelity Healthcare Simulation Labs			23 Created
Project-Based Learning K-12 & Post-Secondary Teachers Trained			445

LESSONS LEARNED:

Define the outcomes and
work backward from there

LESSONS LEARNED:

Begin by coordinating and
aligning what already exists

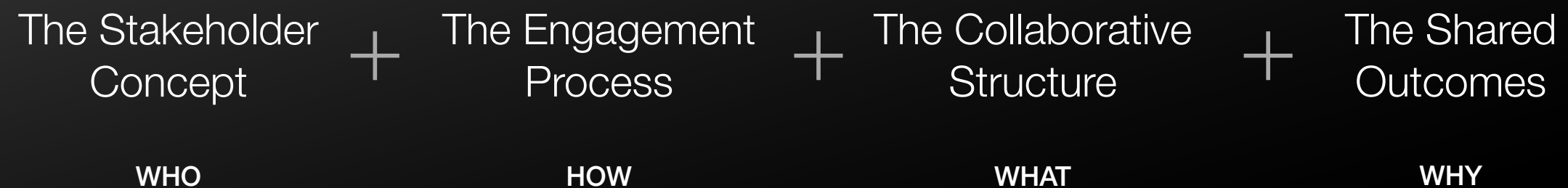
LESSONS LEARNED:

Resources often exist, but
haven't been recognized

LESSONS LEARNED:

Use simple pictures to show
how complex systems work

The Practice of Community Collaboration





GUIDING QUESTION:

How could the practices be
applied to your regional work?

About the Presenters

Jack Hess, Executive Director for the Institute for Coalition Building

contact: jhess@coalitionbuilding.org

Jack Hess serves as Executive Director of the Institute for Coalition Building. The Institute serves communities across the country, nurturing leaders collectively to solve their grand challenges. Led by a team of pragmatic practitioners, the Institute teaches and shares the lessons of community collaboration, creating a common language and a shared set of tools and frameworks that form the underlying foundation of the practice of stakeholder leadership. Prior to his work with the Institute, he was the President of the Columbus Area Chamber of Commerce where he set in place an aggressive strategy of building on the power of place, increasing member engagement, and promoting the principles of entrepreneurship and innovation. Within two years of implementing its new strategic plan, the Columbus Chamber was named the Indiana Chamber of the Year in 2008. One year later, the American Chamber of Commerce Executives (ACCE) presented the Columbus Chamber with the National Chamber of the Year Award. While at the Chamber, he helped to champion a number of collaborative projects including the state-of-the-art Advanced Manufacturing Center of Excellence, the formation of a regional learning system through Economic Opportunities 2015, an online training academy for entrepreneurs called SmallBizU, and the Indiana University Center for Art+Design.

John Burnett, Chief Executive Officer for the Community Education Coalition

contact: jburnett@educationcoalition.com

John M. Burnett serves as President and Chief Executive Officer of the Community Education Coalition (CEC), a nationally recognized not-for-profit organization committed to the development of an aligned, high quality community and regional learning system supporting learners of all ages. Burnett is a founder of EcO15 (Economic Opportunities through Education by 2015.) Funded by \$43 million in grants by Lilly Endowment Inc., and \$15 million by regional partners, EcO15 seeks to create a “regional lifelong learning system” for a ten-county area of Southeast Indiana by bringing together education, workforce development, economic growth, community foundation, government, and industry stakeholders. The goal of EcO15 is to assist each person in Southeast Indiana to move up at least one level from an education and or career standpoint, particularly in the fields of advanced manufacturing and health care, as well as other technology-intense industries. Previously, John served as President of the Irwin Financial Foundation, and owned a successful Adecco Personnel Services business in Buffalo, New York. John also served as a human resource executive at Cummins Engine Company for thirteen years, supporting manufacturing operations, research and development entities, and joint venture start-ups in China, the United Kingdom, India, and Japan.